



Better, Faster, Cheaper: Air Permits for Small Business (Notice of Construction (NOC))

Lean Project Progress Report: August 28, 2012

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Event Date	June 25 – 29, 2012		
Background	Streamlining and improving air permitting processes is a high priority for many environmental agencies. Permitting authorities have carefully sought to address business concerns over permit timeframes and predictability, while providing equal or greater environmental protection and ensuring permit quality. Air permitting processes tend to be top candidates for state environmental agency Lean events because they are areas in which agencies often experience “pain,” in the form of backlogs, permit approval time, and customer complaints.		
Project Objective(s)	1a. Double the percentage of applications that are complete upon submittal (i.e., increase from 13% to 26%). 1b. Reduce the time spent completing an application by 10% (i.e., reduce median from 53 days to 48 days). 2. Reduce element tracking locations by 75% (i.e., reduce from 16 locations to 4 locations). 3. Improve customer satisfaction by 10% (i.e., increase survey average from 81% to 89%).		
Lean Event Outcome	Current Situation (Old Way)	Future (New Way)	Benefits
	A 12 page application (without instructions) that asks for a wide variety of information that doesn’t apply to all sources/unit types that require a NOC permit.	<ul style="list-style-type: none"> • New six page application with general instructions and a prompt for the applicant to schedule a pre - application meeting. • A new checklist of mandatory elements for a NOC permit application. • Six new separate instruction sheets provided to the applicant only when relevant. 	<ul style="list-style-type: none"> • Easier for the applicant to complete the application. • Decrease in application processing time.
	Write a responsiveness summary for all public comments on a preliminary determination, including out-of-scope comments.	<ul style="list-style-type: none"> • Write a responsiveness summary (using a template) only when a hearing is held. • Use standard “canned” language for all out-of-scope comments. 	Applicant gets final permit/decision faster.
	Ecology drafts public notice and sends to applicant to arrange for publication. Media bills applicant and applicant sends “Affidavit of Publication” to Ecology before we issue the final permit/decision.	Ecology arranges for publication and directs media to bill the applicant and send “Affidavit” to Ecology.	Decrease in application processing time and administrative processing steps.
	Application data tracked in at least 16 systems. Many systems are redundant and located in various locations and formats.	<ul style="list-style-type: none"> • Short term: Consolidated six of the systems and collocated with a seventh, on SharePoint. • Long term: Consolidate 12 of the systems into an IT data 	<ul style="list-style-type: none"> • Staff has more time for other assignments. • Tracked data should be more

		system.	complete and easier to access.
Activities to Implement Future State	<p>Completed</p> <ul style="list-style-type: none"> • Guidance for responsiveness summary and responding to out-of-scope comments. • Consolidated “short-term” tracking of air permit applications. • Staff form and instructions for publishing public notice. • E-pay instructions for applications. <p>In Progress</p> <ul style="list-style-type: none"> • Revised application with instructions. • Identifying sources/units suitable for General Order development. • Electronic customer satisfaction survey, for use upon issuance of final permit/decision. <p>Under Development</p> <ul style="list-style-type: none"> • Database for consolidated tracking of air permit applications. • Identifying sources/units/activities suitable for permit exemption and/or permit by rule. • Staff satisfaction survey, for assessing staff reaction to lean results. 		
Results to Date	<p>No applications have yet been processed using the lean implementation</p> <ol style="list-style-type: none"> 1a. No action to measure. 1b. No action to measure. 2. Reduced element tracking locations by 38%. 3. No action to measure. 		
Discussion about Results	It's too early in the implementation of improvements to tell.		
Future Action Plan (Milestones)	What?	Who?	When?
	Complete revised application and make available to applicants.	Greg Flibbert	August 31, 2012
	Develop proposal to AQ/IT and agency IT for consolidated tracking system (to be integrated with existing WEIRD system).	Tex Sullivan	August 31, 2012
	Make “green card” customer survey available electronically.	Karen Wood	August 31, 2012
	Identify source category for next general order. Draft and implement the general order.	Richard Hibbard	December 31, 2012